

# FY 98 DCMC PERFORMANCE REPORT

## RESOURCE MANAGEMENT GOALS

### Total Budget Execution

*Goal:* FY 98 Budget Execution goal was set at 0.5% of the total authorized.

*Was the Goal Achieved?* Yes

*Discussion:* Total budget execution as of September 30, 1998, was 99.5%. Most of the excess funding was realigned to accommodate corporate priorities such as Voluntary Separation Incentive Pay (VSIP), Permanent Change of Station (PCS), and information technology (computer replacement). DCMC was authorized \$1,078.5 million and obligated \$1,073.1 million. Reimbursable earnings were below the budget by \$1.9 million, resulting in \$0.5 million loss to direct authority. Necessary year end deobligation adjustments were made to cover reimbursable shortfall.

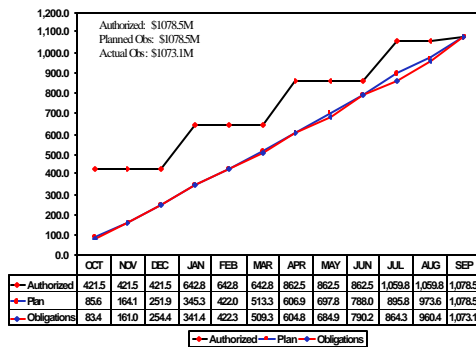
### Full-Time Equivalent (FTE) Execution

*Goal:* The FY 98 FTE goal was 0.5% of the total authorized.

*Was the Goal Achieved?* Yes

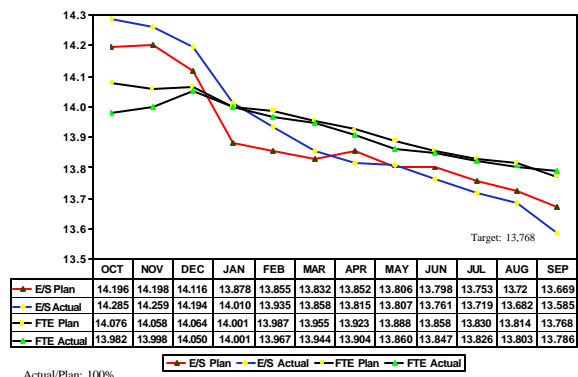
*Discussion:* Total FTE execution at the end of the fiscal year was 100.1%. DCMC exceeded the FY 98 target of 13,768 by 18 FTEs.

**FY 98 DCMC Total Execution**



Obligations/Plan: 99.5%

**FY 98 DCMC End Strength and FTE Execution (Excludes Corp FTEs)**



Actual/Plan: 100%

## MISSION MANAGEMENT GOALS

### Strategic Goal 1: Deliver great customer service.

#### 1.1 Right Advice

##### 1.1.1 Customer Satisfaction.

*Goal:* Achieve a satisfaction rating of 5 or better for 90% of all Early Contract Administration Service (CAS) customers surveyed.

*Was the Goal Achieved?* Yes

*Discussion:* The cumulative average for FY 98 was 97%.

##### 1.1.2 Reserved.

##### 1.1.3 Contractor Alert List (CAL).

*Goal:* Maintain CAL at 98% completeness or better.

*Was the Goal Achieved?* Not Rated

*Discussion:* During FY 98, the One Book chapter was developed, and the CAL module within the Contractor Information Service (CIS) was developed and tested.

*Improvement Plan:* Deployment of the CAL was delayed until the first quarter, FY 99.

##### 1.1.4 Single Process Initiative (SPI).

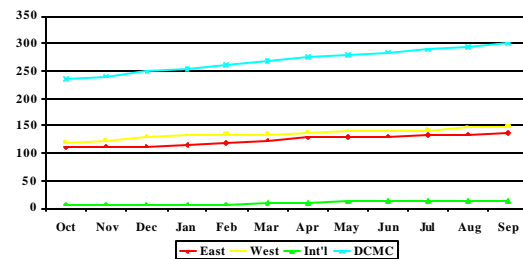
*Goal:* Increase contractor participation in the SPI.

*Was the Goal Achieved?* Yes

*Discussion:* The goal was for 264 contractors to participate in SPI. As of the end of FY 98, there were 290 participating contractors. Growth in contractor participation was accomplished by

targeting assistance to the Contract Administration Offices (CAOs) that had the greatest potential for impact. SPI workshops were conducted along with facilitating information sharing and transfer.

##### 1.1.4-Increase Contractor Participation in SPI



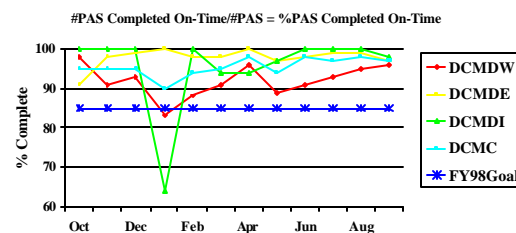
##### 1.1.5 Preaward Survey (PAS) Timeliness.

*Goal:* Maintain PAS timeliness at 85% on-time rate.

*Was the Goal Achieved?* Yes

*Discussion:* The on-time rate was substantially exceeded. As a result, the FY 99 goal will be increased from 85% to 95%.

##### 1.1.5 - Preaward (PAS) Survey Timeliness



##### 1.1.6 Reserved.

### 1.1.7 Disposition of Excess Property.

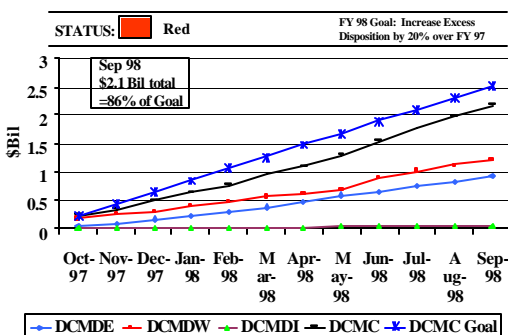
*Goal:* Increase the amount of excess property disposed of by 20% in FY 97. (Includes activities related to Dispose of Excess Property Challenge (MRM #5).)

*Was the Goal Achieved?* No

*Discussion:* The FY 98 goal was difficult to achieve as it was based on the exceptionally large amount of property disposed of in FY 97. Large amounts of excess property were disposed of in FY 97 (TSSAM, Alliant Tech, Northrop B-2).

*Improvement Plan:* We are starting FY 99 with 35% more property on hand for disposal than at the beginning of FY 98 and, with continuing emphasis on MRM #5, should do well in FY 99.

#### Task 1.1.7 Excess Property



### 1.1.8 Customer Priority Surveillance System Request.

*Goal:* Engage in activities to ensure Delay Forecast Coverage, Timeliness, and Accuracy target performance at 100%, 95%, and 0 respectively.

*Was the Goal Achieved?* Not Rated

*Discussion:* Phase I of Alerts was fully operational in FY 98; however, Phase II was not operational.

*Improvement Plan:* Phase II is estimated to be fully operational in the firstquarter of FY 00 due to SDW 8.5 schedule delays.

### 1.1.9 Quality of SPI Processes Submitted.

*Goal:* Improve the quality (concentration of potential savings) of processes submitted under the SPI.

*Was the Goal Achieved?* Yes

*Discussion:* The FY 98 goal was \$380 million in cost savings and avoidances. DCMC achieved \$480 million, exceeding the target. There was total SPI team involvement in accomplishing this goal by assisting CAOs with database integrity, assisting in promoting SPI, assisting with issues that cannot be resolved at the local level, Management Council activity, etc.

#### 1.1.10 Preaward Survey (PAS) Process Action Team.

*Goal:* Evaluate and disposition recommendations made in the PAS Process Action Team (PAT) report.

*Was the Goal Achieved?* Yes

*Discussion:* The goal was to implement all PAT recommendations by the end of FY 98. Policy changes were implemented and changes were incorporated into the PAS system. The Guidebook was submitted for final Headquarters coordination.

#### 1.1.11 Reserved.

#### 1.1.12 Command-wide Lessons Learned.

*Goal:* Develop and deploy an effective Command-wide “lessons learned” process.

*Was the Goal Achieved?* Yes

*Discussion:* The goal was to deploy the revised Automated Metrics System (AMS) Process Improvement Network (PIN). Redesignated AMS PIN (will be in Version 5.0). Exploring web-based option to link One Book chapters directly to the PIN.

#### 1.1.13 Contractor Information Service.

*Goal:* Continue development of the Contractor Information Service. (Includes activities related to Packaging of DCMC Data Challenge.)

*Was the Goal Achieved?* Yes

*Discussion:* The goal was to deploy Increment II and design Increment III. Completed testing, training, and deployment of Increment II (PASS 6.0.3, Contractor System Status). Completed operational requirements document for Increment III.

#### **1.1.14 Reserved.**

#### **1.1.15 Integrated Surveillance Plans.**

*Goal:* Engage in activities to improve the ability to develop and execute effective, integrated surveillance plans (for multiple functional disciplines) in order to affect improvement in the percentage of conforming items, the delivery of those items when demanded, and the value of those items.

*Was the Goal Achieved?* No

*Discussion:* The goal was to complete the One Book chapter by September 30, 1998. Publication of the chapter was delayed due to the need to incorporate 200 comments from the field on the first draft and to do a better job of integrating the Performance-Based Assessment Model (PBAM). A draft chapter was completed during FY 98.

*Improvement Plan:* The final One Book chapter will be published during FY 99.

#### **1.1.16 Contractor Information Service (CIS).**

*Goal:* Complete application development, Functional Testing (FT), Environmental Testing (ET), training, and software installation.

*Was the Goal Achieved?* Yes

*Discussion:* The following CIS milestones were completed during FY 98:

- Development – December 1997.
- Functional Testing – January 1998.
- Environmental Testing – March 1998.
- Training – April 1998.
- Software Installation – July 1998.

CIS improvements are underway with the Supplier Information Service Increment 3 project scheduled for deployment in second quarter, FY 00.

#### **1.1.17 Over and Above Systems (OASYS).**

*Goal:* Complete application development, FT, ET, training, and software installation.

*Was the Goal Achieved?* Yes

*Discussion:* The OASYS application was developed. Functional Test certification occurred in May 1998 and the Environmental Test was certified in July 1998. Training was conducted and software was installed at eight DCMC sites (DCMC Northrop Grumman, Lake Charles, LA; DCMC St. Louis, MO; DCMC Raytheon E-Systems, Greenville, TX; DCMC Sikorsky, Stratford, CT; DCMC APMO Pemco, Dothan, AL; DCMC APMO United Helicopter, Ozark, AL; DCMC Sikorsky Aircraft, Troy AL; and DCMC Northrop Grumman, Melbourne, FL).

#### **1.1.18 Alerts.**

*Goal:* Complete Phase 2 deployment and requisite training.

*Was the Goal Achieved?* No

*Discussion:* Phase I deployed to three additional buying commands in FY 98, which completed the fielding of Phase I. Year 2000 (Y2K) maintenance release was tested and fielded in December 1998. Phase II development was completed.

*Improvement Plan:* Follow-on activity will continue during FY 99.

## **1.2 Right Item**

#### **1.2.1 Conforming Items.**

*Goal:* Increase the percentage of source inspected conforming items over the average for fourth quarter, FY 97. (Includes activities related to Redesign Source Inspection Challenge (MRM #10).)

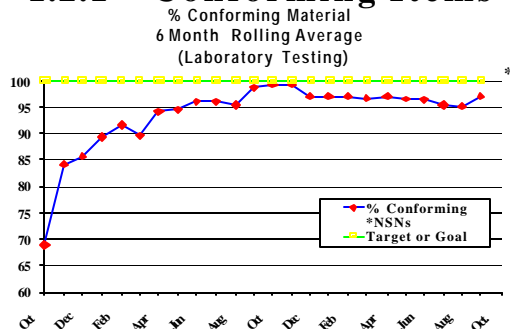
*Was the Goal Achieved?* No

*Discussion:* The calculation was changed to a six-month rolling average in January 1998. A new baseline of 97% was established during the second quarter of the FY 98. Root cause

investigations were performed on each non-conformance and appropriate action was taken.

**Improvement Plan:** Training is being provided by the CAOs along with upgrading surveillance plans at individual contractor facilities. Improved communications between CAOs, buying commands, and contractors has proved beneficial in assisting with the conforming products accepted.

### 1.2.1 - Conforming Items



### 1.2.2 Engineering Change Proposals (ECPs) and Major/Critical Waivers/Deviations (MC/WDs).

**Goal:** Ensure the effectiveness of contractor design/development processes by reducing total ECPs minus improvement ECPs and M/C W/Ds by 5% from the FY 97 average.

*Was the Goal Achieved?* Yes

**Discussion:** The ECP goal was set at .366 per 1,000 contracts; actual performance was .301. The W/D goal was set at .289 per 1,000 contracts; actual performance was .246. Both goals were achieved.

### 1.2.3 Packaging Discrepancies.

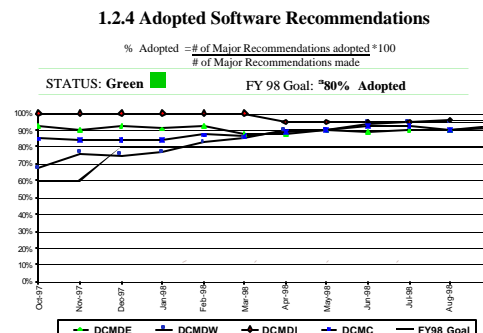
**Goal:** Decrease the percentage of packaging discrepancies from the fourth quarter, FY 97, average by 15%.

*Was the Goal Achieved?* Not Rated

**Discussion:** Although a baseline was not established due to the lack of consistent data availability, District personnel did identify “worse case” contractors responsible for shipments of materiel reported as having discrepant packaging.

**Improvement Plan:** Joint Quality Assurance and Packaging personnel visits were conducted and “get well” plans implemented at those sites. The fielding of the Power Track System will provide data previously not available.

### 1.2.4 Adopted Software Findings/Recommendations



**Goal:** Improve the effectiveness of weapon system software developments by engaging in activities to ensure that at least 80% of DCMC major software findings/recommendations made are adopted.

*Was the Goal Achieved?* Yes

**Discussion:** The goal was an 80% adoption rate; the actual FY 98 performance was a 92% adoption rate. Part of this success is due to the Software Professional Development Program (SPDP) training that institutionalized techniques for focusing on reduction of program errors by analyzing and providing recommendations on software development processes to our customers and contractors. Furthermore, the Software Professional Estimation and Collection System (SPECS)--a resource planning, management, surveillance, tracking, and reporting tool used by the Software Professional (SP)--had a positive impact on achieving the goal by allowing the documentation and collection of vital information used to track and close findings/recommendations made by the SP.

### 1.2.5 Excess Sorties.

**Goal:** Decrease the number of Excess Sorties for Acceptance Testing of new and overhauled aircraft from the FY 97 average.

*Was the Goal Achieved?* Not Rated

*Discussion:* FY 98 will be used as the baseline year for comparison beginning with FY 99.

*Improvement Plan:* In FY 99, the goal will be a 10% reduction from the FY 98 baseline.

#### **1.2.6 Software Center.**

*Goal:* Achieve full functionality of the Software Center at DCMDE.

*Was the Goal Achieved?* Yes

*Discussion:* The Software Center is now functional with a staff consisting of a Director (military), five Software Program Managers, and one Management Assistant.

#### **1.2.7 Practical Software Measurement (PSM).**

*Goal:* Implement Practical Software Measurement (PSM) throughout the Command.

*Was the Goal Achieved?* No

*Discussion:* The goal was to provide training to at least one software point of contact at each CAO. Training was scheduled to be conducted in July, August, and September 1998. The September class was rescheduled to February 1999 impacting 10 CAOs. Feedback from the first two offerings indicated additional case study examples would enhance implementation.

*Improvement Plan:* The final enhanced course will be conducted in February 1999. Also, the Software Center will evaluate implementation during CAO software evaluations.

#### **1.2.8 Software Professional Estimating and Collection System (SPECS).**

*Goal:* Develop the next version of SPECS.

*Was the Goal Achieved?* No

*Discussion:* The FY 98 goal was to formally release version 2.00. Technical development was completed; however, we are awaiting final security approval.

*Improvement Plan:* The estimated release date for version 2.00 is January 1999.

#### **1.2.9 Reserved.**

#### **1.2.10 Joint Acquisition Pollution Prevention Initiative (AP2I).**

*Goal:* Participate in Joint Acquisition Pollution Prevention Initiative.

*Was the Goal Achieved?* No

*Discussion:* The Command goal was to start 10 new sites (5 projects) in FY 98. Four new sites (2 projects) were started in FY 98. The Services lacked funding and rejected a central funding proposal. The JLC agreed in October to a new charter and \$700,000 funding.

*Improvement Plan:* The goal for FY 99 has been changed to execute AP2I projects in 420 days.

#### **1.2.11 Postaward Administration of Other Transactions.**

*Goal:* Complete deployment of the Agreements Administration Centers for Postaward Administration of Other Transactions.

*Was the Goal Achieved?* Yes

*Discussion:* The goal was to have four Centers fully operational by the end of FY 98. Hiring is complete and the Centers are operating under draft Other Transaction guidebook. One Book coverage is in development to address Other Transactions.

#### **1.2.12 Year 2000 Requirements.**

*Goal:* Monitor and report Automated Information System (AIS) certification status.

*Was the Goal Achieved?* Yes

*Discussion:* All Year 2000 certifications were successfully completed on schedule. Certifications for the mission critical AIS systems were completed by December 31, 1998. Compliance certifications for non-mission critical systems and facilities were completed by March 31, 1999. Prior to October 1, 1999, a test of the Business Continuity and Contingency Plan (BCCP) is scheduled to assess DCMC's ability to perform its mission should an AIS not be

available and to check the adequacy of IT remediation procedures. The results of the test will be used to revise the BCCP, improve our business procedures, and provide Y2K emergency response training at other sites.

## 1.3 Right Time

### 1.3.1 On-Time Deliveries.

*Goal:* Improve the percentage of on-time deliveries compared to the FY 97 result (average of last three months) by 5%.

*Was the Goal Achieved?* No

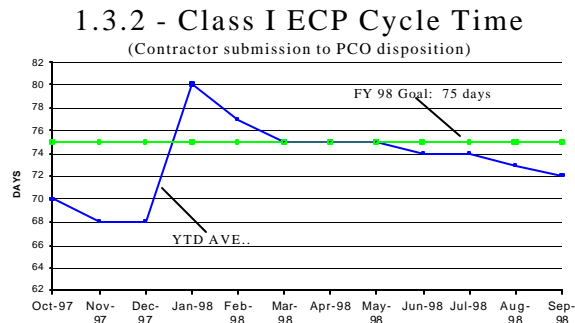
*Discussion:* The FY 98 goal was 65% on-time deliveries; actual results were 64.8%. There were two main process drivers that contributed to not achieving the goal: (1) inadequate contractor processes and (2) selection of poor suppliers. Under inadequate contractor processes, the primary drivers were poor production planning, poor quality system, and vendor selection. Under selection of poor suppliers, the drivers were limited use of past performance history, inability of preaward survey to predict significant delinquencies even though the contractor's processes were stable, and unattainable schedules.

*Improvement Plan:* In FY 99, DCMC will revise the One Book policy to include PBAM-based surveillance, contractor versus contract surveillance, emphasis on corrective action requests, management councils, and PROCAS agreements to resolve poor delivery issues. More reliable measures will be developed using Cognos cubes and queries. The FY 99 target will be a 5% improvement over the FY 97 baseline.

### 1.3.2 ECP Cycle Time.

*Goal:* Ensure the timeliness of Class I ECP implementation by reducing cycle time by 5% from the fourth quarter, FY 97, average.

*Was the Goal Achieved?* Yes



*Discussion:* The goal was to attain an average cycle time per ECP of 75 days. The actual result was a 72-day average cycle time.

### 1.3.3 Shipping Document Cycle Time.

*Goal:* Improve Shipping Document Cycle time by 10% for the strata of shipments where performance is above the mode for FY 97.

*Was the Goal Achieved?* No

*Discussion:* The goal was not met due to changes to the CONUS Freight Management (CFM) system, the elimination of Government Bills of Lading (GBLs), the implementation of US Bank's Power Track system, and the implementation of new processes resulting from MRM #15, Transportation Reengineering.

*Improvement Plan:* As Power Track is implemented, we will have access to data not previously available to DCMC. The data includes transit times, delivery dates, actual shipment costs, and other data. Following implementation, DLSC and DCMC personnel will analyze the available data to collect meaningful metrics.

### 1.3.4 Schedule Slippages.

*Goal:* Schedule slippages on major programs.

*Was the Goal Achieved?* No

*Discussion:* The goal was to populate the DIRAMS database to establish a baseline for measuring FY 99 improvement. The database was populated with approximately 80% completeness and accuracy. The principal reasons that the goal was not met include incomplete CAO compliance to reporting requirements and DIRAMS screen data entry limitations.

*Improvement Plan:* A tasking memorandum will be sent to the Districts and CAOs identifying “holes in data and tasking CAOs to complete database entry. Improvements to the DIRAMS Earned Value Management System (EVMS) screens will also be made. FY 99 emphasis will shift from building the baseline to measuring improvement.

### **1.3.5 Earned Value Center.**

*Goal:* Achieve full functionality of the Earned Value Center and conduct activities as DoD Executive Agent for Earned Value Management System (EVMS).

*Was the Goal Achieved?* Yes

*Discussion:* The staffing of all positions in the EVMS Center has been completed. The Center visited and reviewed 55 CAOs, completed five EVMS acceptance reviews and 10 special reviews, and participated in Industry Performance Management conferences and workshops. The Center also provided mentor services to District/CAO personnel via five EVMS mini workshops.

### **1.3.6 DoD Earned Value/Performance Measurement Program.**

*Goal:* Support DoD Earned Value/Performance Measurement Program.

*Was the Goal Achieved?* Yes

*Discussion:* The goal was to send an individual to work with the Australian DoD in the Earned Value Management office. An individual was assigned to the Australian DoD and is providing monthly status reports.

### **1.3.7 Reserved.**

### **1.3.8 Alerts.**

*Goal:* Expand functional elements of Alerts and re-host through Internet technology.

*Was the Goal Achieved?* Yes

*Discussion:* Alerts functional elements were expanded and customer access was redesigned to be hosted on the Internet. Development activities were completed in FY 98.

### **1.3.9 Electronic Document Access (EDA).**

*Goal:* Complete deployment of ACO Modifications across DCMC sites.

*Was the Goal Achieved?* Yes

*Discussion:* ACO Mods was deployed across DCMC sites in DCMDE and DCMDW with a connection to EDA. The connection to EDA provides the capability to publish the ACO Mod Module or Freeform modifications on the DoD EDA web site. Maintenance and operations support for the 12 DCMC EDA hub sites is being transitioned from Universal Systems, Inc. to DSDC.

### **1.3.10 Alerts Customer Priority Surveillance System (CPSS).**

*Goal:* Establish the baseline for Alerts CPSS requests that are responded to within five working days.

*Was the Goal Achieved?* Yes

*Discussion:* Baseline was established. Analysis of the baseline and evaluation of the strategy led to improved strategy for FY 99, based upon a target goal instead of a percent improvement goal.

## **1.4 Right Reception**

### **1.4.1 Customer Satisfaction.**

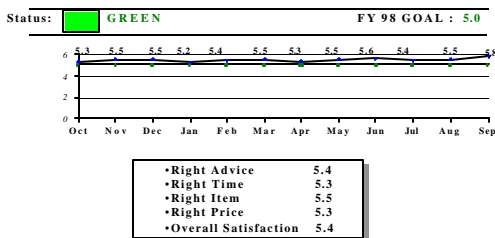
*Goal:* Achieve an overall Customer Satisfaction rating of 5.0 or better on a 6.0 scale. Measure customer satisfaction by each District surveying 25 customers each month divided equally by Acquisition Category (ACAT) program managers, and their PCOs, and logistics managers, and their PCOs.

*Was the Goal Achieved?* Yes

*Discussion:* Achieved a Command-wide overall rating of 5.4. The Customer Support Team is analyzing customer survey data and trends to identify customer satisfaction improvement targets.



**Task 1.4.1 - Customer Satisfaction**  
Maintain a High Level of Customer Satisfaction



#### 1.4.2 Trailer Cards.

*Goal:* Field activities continue to solicit customer satisfaction information via Trailer Cards.

*Was the Goal Achieved?* Yes

*Discussion:* The goal was to achieve a rating of 5.0 or better on trailer cards. The Command-wide rating for FY 98 was 5.7.

#### 1.4.3 Service Standards.

*Goal:* Continue periodic sampling of DCMC activities to determine compliance with established service standards.

*Was the Goal Achieved?* Yes

*Discussion:* The Command goal was to maintain a minimum level of 98% for Command-wide responsiveness. At the end of the fiscal year, 98% of the internal service standards questions were answered affirmatively.

#### 1.4.4 Spare/Repair Parts.

*Goal:* Engage in activities to improve and institutionalize DCMC support to the acquisition of both spare/repair parts and the contracting out of logistics services.

*Was the Goal Achieved?* Yes

*Discussion:* The goal was to implement a pilot for readiness programs. Three pilot sites were established in FY 98 (support to DSCC for HMMWV spares, support to Army Integrated Materiel Management Center (IMMC) on Kiowa

Warrior spares, and support to DSCR and DSCC on FMTV spares).

#### 1.4.5 Customer Support – ACAT Programs.

*Goal:* All DCMC activities continue to populate the customer support-ACAT programs portion of the Automated Metrics System (AMS) database to ensure that all required information has been input into the system.

*Was the Goal Achieved?* Yes

*Discussion:* The goal was to fully populate AMS. All CAOs have input their programs into the AMS system. Headquarters and the Districts will monitor the system for the addition of new contracts or programs.

#### 1.4.6 Industrial Analysis Support (IAS).

*Goal:* Each CAO provide DCMC Industrial Analysis Support (IAS) assessments and other analytical products on time.

*Was the Goal Achieved?* No

*Discussion:* The initial goal was to maintain reliable and current assessments within DSIS for 550 CAGE sites. DCMC IASO and District process champions continue to work with CAO IASMs. The strategy has successfully shifted to quality rather than quantity. This shift resulted in a re-baselined workload (decrease from 550 to 300 CAGE codes).

*Improvement Plan:* Technical and financial management improvement is planned. A DSIS training workshop was designed for efficient and effective operations. The workshop concentrates on technical process improvements and unit cost management and PLAS. A new leveraged workload projection of 450 CAGE codes was established for FY 99.

**Strategic Goal 2:  
Lead the way to  
efficient and  
effective business  
processes.**

## 2.1 Right Price

### 2.1.1 Return on Investment (ROI).

*Goal:* Engage in activities to ensure complete and accurate reporting of cost savings and avoidances – ROI.

*Was the Goal Achieved?* Not Rated

*Discussion:* The goal was changed during FY 98. The original goal called for a 10% increase in overall DCMC ROI; the new goal is stated above. Manual reporting for this goal has been eliminated. A PowerPlay cube was posted to the DCMC home page.

*Improvement Plan:* A checklist to review data integrity is being developed. In FY 99, the Districts and CAOs will monitor the ROI cube to verify the accuracy and completeness of the data.

### 2.1.2 Return on Assets (ROA) from Excess Property.

*Goal:* Increase the ROA for excess property reutilized and sales proceeds by 10% over the average annual ROA achieved in FY 97.

*Was the Goal Achieved?* Yes

*Discussion:* The goal for FY 98 was an increase in ROA to 28.8%. The actual FY 98 result was an increase to 30%.

### 2.1.3 Negotiation Cycle Time.

*Goal:* Determine negotiation cycle time.

*Was the Goal Achieved?* Not Rated

*Discussion:* There was some question as to data accuracy; therefore, further analysis is needed.

*Improvement Plan:* Will validate the data that is collected through the AMS PowerPlay cube. Will also develop a metric that will prove to have the most value in improving our overall negotiation cycle time, e.g., actions by dollars, by type.

### 2.1.4 Undefinitized Contract Actions (UCAs).

*Goal:* Reduce the percentage of overage undefinitized contract actions to 10% or less.

*Was the Goal Achieved?* No

*Discussion:* The goal was for overage UCAs to be at 10% or less. The percentage of overage UCAs on hand was at 30% at the end of FY 98. DCMC believes that this increase is due to better data rather than poorer performance. CAOs previously reported their UCAs as summary data. As a result, some CAOs were not counting change orders or repairables (when repairs had not been received) as UCAs.

*Improvement Plan:* With common metrics, overage UCAs will have more visibility. DCMC will utilize our database from AMS to identify overarching approaches to reducing overage UCAs. For example, we will be able to tie specific process drivers to specific CAOs and to specific buying activities.

### 2.1.5 Forward Pricing Rate Coverage.

*Goal:* Ensure 96% to 100% forward pricing rate coverage at beneficial segments, with a minimum of 65% of beneficial segments covered by Forward Pricing Rate Agreements (FPRAs) and the balance covered by Forward Pricing Rate Recommendations (FPRRs). (Beneficial sites are those locations with either major weapons program contracts or those sites awarding numerous and routine fixed price contracts such as spare parts.)

*Was the Goal Achieved?* Yes

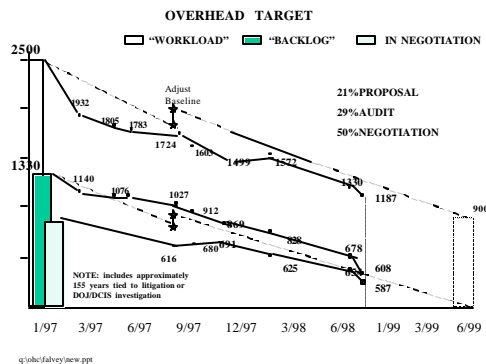
*Discussion:* DCMC ended the fiscal year with a performance level of 83.5% for FPRAs and 98.6% for FPRAs plus FPRRs. DCMC's goal is to have every rate at a beneficial segment that can be covered by a FPRA covered and every rate at a beneficial segment that cannot be covered by a FPRA covered by a FPRR.

### 2.1.6 Open Overhead Negotiations.

*Goal:* Engage in activities that will reduce/eliminate the backlog of open overhead negotiations to ensure overhead closeout actions are completed within a 2-year cycle.

*Was the Goal Achieved?* No

*Discussion:* The goal for FY 98 was 800 open overhead years. At the end of the fiscal year, there were 1,187 open overhead years. Of these years, 117 were out of the ACOs' immediate control and 75 were not closed on time.



*Improvement Plan:* Closure progress will continue. The goal for FY 99 will focus on final overhead negotiations within a two- or three-year cycle for major and non-major contractors respectively. DCMC will use DCAA's definition of a major contractor--over \$80 million of auditable dollar volume.

## 2.1.7 Cost Overruns on Major Programs.

*Goal:* Cost overruns on major programs.

*Was the Goal Achieved?* No

*Discussion:* The goal was to populate the DIRAMS database to establish a baseline for measuring FY 99 improvement. The database was populated with approximately 80% completeness and accuracy. The principal reasons that the goal was not met include incomplete CAO compliance to reporting requirements and DIRAMS screen data entry limitations.

*Improvement Plan:* A tasking memorandum will be sent to the Districts and CAOs identifying "holes in data and tasking CAOs to complete database entry. Improvements to the DIRAMS Earned Value Management System (EVMS) screens will also be made. FY 99 emphasis will shift from building the baseline to measuring improvement.

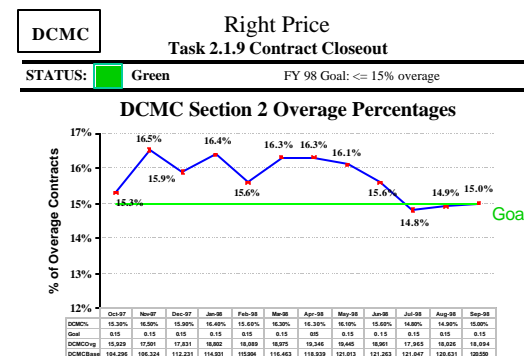
## 2.1.8 Reserved.

## 2.1.9 Contract Closeout.

*Goal:* Maintain the percentage of physically completed contracts that are overage for closeout at 15% or less.

*Was the Goal Achieved?* Yes

*Discussion:* DCMC ended FY 98 with 15% of physically complete contracts overage. During the fiscal year, the monthly overage rate varied from 16.5% to 14.8%. Of those that were overage, 30% were awaiting contractor final invoice/voucher.



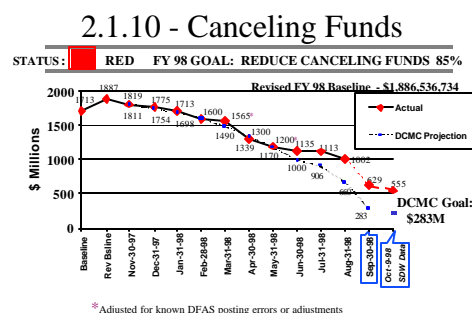
## 2.1.10 Canceling Funds.

*Goal:* Ensure 85% of canceling funds do not cancel.

*Was the Goal Achieved?* No

*Discussion:* The goal for FY 98 was to have \$283 million or less cancel. As of the end of the fiscal year, \$628.7 million canceled. One reason the goal was not achieved is that DFAS did not perform the required reconciliation/adjustment (\$203 million) by the end of the fiscal year. In addition, the Services were late in identifying canceling appropriations (\$74 million). Another \$72 million canceled for a variety of other reasons.

*Improvement Plan:* Developing automated monthly report for FY 99 to give greater visibility as early in the year as possible. Also, recommending changes to the FY 99 performance goal.



### **2.1.11 Terminatin Cycle Time.**

*Goal:* Reduce termination cycle time to less than 450 days for any given docket.

*Was the Goal Achieved?* Not Rated

*Discussion:* The goal was to close 75% of the terminations (dockets) in less than 450 days. This goal, however, was suspended in early FY 98 at the request of the Districts in order to validate the 450-day goal.

*Improvement Plan:* An indepth analysis was conducted to determine the root causes for dockets not meeting the 450-day goal. The FY 98 goal was not reinstated until late July 1998 when it was determined that the 450-day goal should remain. FY 99 adjustments are not anticipated at this time because the Districts have not had the opportunity to demonstrate peformance under the current FY 98 goal. Also, an action plan was developed to reduce "old dogs."

### **2.1.12 Overage CAS Noncompliance Reports.**

*Goal:* Reduce the FY 97 year-end backlog of overage CAS Noncompliance Reports (over one year from the date of issuance) by 30%.

*Was the Goal Achieved?* Yes

*Discussion:* The FY 98 goal was to have no more than 211 overage CAS noncompliance reports. DCMC ended the fiscal year with 193 overage reports, a 36% reduction. In FY 99, the goal will be adjusted to reduce the FY 98 year-end backlog by 40%.

### **2.1.13 Commercial Parametric Cost Estimating Software.**

*Goal:* Test the utility of commercial parametric cost estimating software in spare parts pricing.

*Was the Goal Achieved?* No

*Discussion:* The software was not used enough by the test participants. The results (although limited) were promising enough to try this again in FY 99.

*Improvement Plan:* The follow-on project for FY 99 is on track.

### **2.1.14 Reserved.**

### **2.1.15 Integrated Product Team (IPT) Pricing.**

*Goal:* Institutionalize IPT Pricing within DCMC.

*Was the Goal Achieved?* Yes

*Discussion:* All proposed actions have been completed. Proposed actions include new One Book coverage, an IPT Pricing Guidebook, and a DCMC-wide "Pricing Update" briefing.

### **2.1.16 Specialized Safety Program.**

*Goal:* Engage in activities to improve and institutionalize selected facets of the Specialized Safety Program.

*Was the Goal Achieved?* No

*Discussion:* The guide for Specialized Safety was reformatted and is expected to be deployed in late FY 99 or early FY 00.

*Improvement Plan:* The metric data has been prepared and will be available in FY 00. Core competencies were developed in February 1999.

## **2.2 Right Efficiency**

### **2.2.1 Reserved.**

### **2.2.2 Privatized Services for Depot Maintenance.**

*Goal:* Enhance the Command's ability to assist in transition to and support of privatized services for depot maintenance (contract administration of such services after privatization).

*Was the Goal Achieved?* Yes

*Discussion:* A support team was established for C-5 program depot maintenance. There is a team planned for Sacramento ALC workload, which has received reimbursement from the Air Force. Participated in four A-76 studies.

### **2.2.3 Reserved.**

### **2.2.4 Contingency Operations.**

*Goal:* Continue to support the contingency operations in Bosnia and prepare for timely support of other currently unknown contingency operations.

*Was the Goal Achieved?* Yes

*Discussion:* There were three successful team deployments averaging 21 personnel per team in support of Operation Joint Guard/Forge (Bosnia). During planning for potential CCAS mission in support of Operation Desert Thunder I (March – June 1998), a team was identified and trained for immediate deployment to Kuwait and Saudi Arabia. However, because this operation did not execute, the team did not deploy. To provide standardized contingency orientation training for all deployable DCMC military and civilian employees, the Basic Contingency Orientation Training (BCOT) was developed and completed in December 1998. The first BCOT course was successfully conducted in February 1999 involving 53 DCMDE and DCMDW personnel.

### **2.2.5 Government Credit Cards.**

*Goal:* Test the use of government credit cards as a method of contract payment.

*Was the Goal Achieved?* Yes

*Discussion:* During the fiscal year there were 8,324 deliveries (100% on time), 959 payments to contractors (96.4% made in three days or less), 202 statements of accounts to DFAS (86.1% received by DFAS within 15 days or less), and \$28.2 million paid (98.9% non-questioned dollar amount).

### **2.2.6 Reserved.**

### **2.2.7 Reserved.**

### **2.2.8 Government Industry Data Exchange Program (GIDEP) and Joint Logistics Commanders/Joint Group on Systems Engineering (JLC/JGSC).**

*Goal:* Provide DCMC support to GIDEP and JLC/JGSE.

*Was the Goal Achieved?* Yes

*Discussion:* The FY 98 goal was a \$266K GIDEP funding share and a \$250K JGSE contribution. GIDEP was 100% funded; JGSE received a \$100K contribution (underfunded due to disestablishment by JLC).

### **2.2.9 DCMC Home Page.**

*Goal:* Enhance the capability for increased communication by various means and the electronic exchange of information via the DCMC Home Page (Internet) among all DCMC employees, DCMC customers, and Industry. (Includes activities related to Effective DCMC Communications Challenge.)

*Was the Goal Achieved?* No

*Discussion:* The goal was to completely redesign the DCMC home page. This was not completed during FY 98.

*Improvement Plan:* Will request approval for the redesign in January 1999 and implement in February 1999.

### **2.2.10 Training Delivery.**

*Goal:* Determine the most efficient and effective means to deliver all required training courses for which DCMC conducts training.

*Was the Goal Achieved?* Yes

*Discussion:* The goal for FY 98 was to convert 20% of the training offered by DCMC to the most appropriate method. DCMC identified training that could be developed/converted to more efficient methodology, identified new and existing AIS training, and contracted for course conversions.

### **2.2.11 DoD Civilian Payroll (DCPS)/ Performance Labor Accounting System (PLAS) Interface.**

*Goal:* Implement the DCPS ensuring the necessary interface to PLAS.

*Was the Goal Achieved?* No

*Discussion:* The goal was to complete deployment of ATAAPS and the interface between PLAS and ATAAPS. The portion

pertaining to the deployment of ATAAPS/DCPS was completed on schedule in April 1998 with the conversion of District East. The original PLAS interface schedule missed the September due date for two reasons: (1) a major failure of ATAAPS due to a high volume of transactions resulting from a live test at a small activity and (2) the desire to incorporate significantly more error checking routines in PLAS to improve accuracy.

*Improvement Plan:* The FY 98 Performance Plan goal of 98% PLAS/DBMS accuracy has been extended into FY 99 to ensure full reporting. A new ATAAPS mainframe was installed. The requirement to conduct a "stress test" of a full pay period of data for one DCMC District was implemented to prevent future system failures.

#### **2.2.12 Reserved.**

#### **2.2.13 Internal Customer System.**

*Goal:* Complete improvement actions identified through the DCMC 1997 Internal Customer Questionnaire, as documented in the Internal Customer Action Plan, the Unit Self Assessment, and the Performance Plan. (Includes activities related to Internal Customer Program Challenge.)

*Was the Goal Achieved?* No

*Discussion:* There were improvement actions taking place at the Headquarters, District, and CAO levels of the organization. The performance, however, is inconsistent across the Command.

*Improvement Plan:* The uncompleted portions of the task are rolled over to FY 99 for completion.

#### **2.2.14 Reserved.**

#### **2.2.15 Command Level Data Accuracy.**

*Goal:* Determine the level of data accuracy for Command level performance data.

*Was the Goal Achieved?* Yes

*Discussion:* The goal was to define responsibilities for data accuracy and establish an audit trail for accurate data flow from source

through metrics reporting. Data sources have been identified and integration into the 1999 Metrics Guidebook is complete. Performance Improvement Officer (PIO) duties have been updated and refined.

#### **2.2.16 Management Control and Assessment Process.**

*Goal:* Fully deploy One Book, Part II, Chapter 9, "Management Control and Assessment Process," revised March 11, 1997.

*Was the Goal Achieved?* No

*Discussion:* The goal was to track the number of completed Internal Operations Assessments (IOAs), Unit Self-Assessments (USAs), and Management Control Reviews (MCRs) against the number planned. All IOAs (30) were completed. There were 70 out of a scheduled 72 USAs completed (97%). And, of the 1,482 scheduled MCRs, only 1,320 were completed (89%).

*Improvement Plan:* In FY 99, more emphasis will be placed Command-wide on completing 100% of planned USAs and MCRs.

#### **2.2.17 Integrated Management System (IMS).**

*Goal:* Implement the Integrated Planning, Programming, Budgeting, and Execution Management System.

*Was the Goal Achieved?* Yes

*Discussion:* The integrated IMS schedule and IMS training guidebook were published. The IMS One Book chapter was also completed.

#### **2.2.18 Strategic Planning.**

*Goal:* Determine the requirements for contract administration services in an environment that is significantly different than the present.

*Was the Goal Achieved?* Yes

*Discussion:* An environmental assessment was conducted during July – September 1997. The Executive Council established the mission, vision, goals, and objectives in March 1998. A Long-Range Plan was published with the Business Plan in March 1998.

### 2.2.19 Unit Cost Management (UCM).

*Goal:* Implement UCM (in FY 98 DCMC will test UCM through collecting and analyzing resource and performance data). (Includes activities related to Unit Cost Management Challenge.)

*Was the Goal Achieved?* Yes

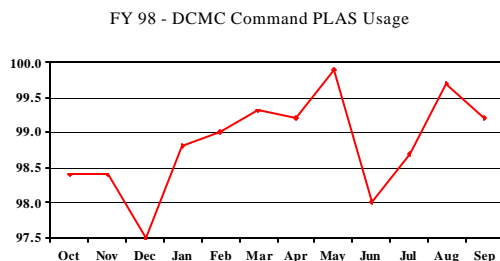
*Discussion:* DCMC established quarterly Financial Management Reviews (FMRs) to assess the progress of UCM. Unit cost data analysis was performed at all levels within the Command. Unit cost training was conducted throughout the Command. Management reports were designed and routinely distributed to assist managers to manage UCM. CAO site visits were conducted for data integrity resolution and lessons learned. A Board of Directors concept was developed and is being staffed at OSD. A decision is expected during FY 99.

### 2.2.20 PLAS Reporting.

*Goal:* Achieve complete PLAS reporting at each CAO to supply labor costs for UCM development. Each District and DCMC HQ should ensure that their staffs and their CAOs maintain PLAS usage rate of 98%.

*Was the Goal Achieved?* Yes

*Discussion:* The goal for FY 98 was Command-wide PLAS usage of 98%. The Command average for the fiscal year was 98.8%.



### 2.2.21 Facility Cost.

*Goal:* Reduce DCMC's facility cost (CONUS) by reducing net usable space at non-contractor locations in accordance with DLAR 5305.2 (each operating location is authorized 130 net square

feet per person after consideration for special use space).

*Was the Goal Achieved?* Yes

*Discussion:* The DCMC goal was to review facilities and develop plans for space reduction when applicable. A total of 38,125 square feet of space was reduced resulting in possible savings of \$762,500.

### 2.2.22 High Grades.

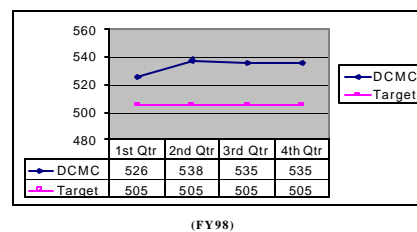
*Goal:* Reduce high grades to 505.

*Was the Goal Achieved?:* No

*Discussion:* The total number of high grade positions (GS 14, 15, and SES) at the end of the fiscal year was 535.

*Improvement Plan:* A VERA/VSIP targeted at high grades will be offered during FY 99 to try to reduce the number of high grade positions.

#### 2.2.22 - High Grades



### 2.2.23 Supervisory Ratio.

*Goal:* Increase the supervisory ratio to 14:1.

*Was the Goal Achieved?* No

*Discussion:* The FY 98 actual supervisory ratio was 13.31:1.

*Improvement Plan:* The impact of the recently offered VERA/VSIP will not be reflected until FY 99.

### 2.2.24 Labor Management Relations.

*Goal:* Improve Labor Management Relations within DCMC.

*Was the Goal Achieved?* Yes

*Discussion:* The goal was to receive no Unfair Labor Practice (ULP) decisions and grievances with final decisions rendered against DCMC. There were no ULPs or grievances with final decisions rendered against DCMC as of September 1998. In addition, one DCMC/AFGE Supplemental Agreement was signed that established a procedure for communication with the restructured Partnership Council.

#### **2.2.25 Information Resources Management (IRM) Plan.**

*Goal:* Update the IRM Plan and incorporate any changes necessitated by publication of the DLA IRM Plan. Distribute the Draft Plan to HQ, District, and Field Offices for comment, then incorporate comments into the plan for final approval by the DCMC Commander. (Includes activities related to Leveraging Information Technology Challenge.)

*Was the Goal Achieved?* Yes

*Discussion:* The IRM Plan was completed in FY 98 and posted to the DCMC web page. The FY 00 IT Plan is in development.

#### **2.2.26 Share Data Warehouse (SDW).**

*Goal:* Complete system deployment through Incremental Phase Enhancements.

*Was the Goal Achieved?* No

*Discussion:* The goal was achieved for SDW Version 8, which was fully operational July 1998. The goal for Version 8.5 design/development was not met due to a change in requirements and corresponding re-baselining of the SDW schedule. Also, a major communication problem encountered during Y2K related upgrades delayed completion of development activities until FY 99.

*Improvement Plan:* The communication problem is now resolved. Final development and testing activities will be completed third and fourth quarter FY 99 respectively. Version 8.5 should be fully operational September 1999.

#### **2.2.27 Automated Metrics System (AMS).**

*Goal:* Complete final application development and deployment during second quarter FY 98 by

conducting environmental test, deployment, initial operations capabilities, and post implementation support.

*Was the Goal Achieved?* Yes

*Discussion:* The goal was achieved. AMS was completed on schedule and is currently operational. Remaining functionality is being incorporated into Version 5.0, which is in development and scheduled for deployment by fourth quarter, FY 99.

#### **2.2.28 Electronic Document Workflow (EDW).**

*Goal:* Deploy Electronic Contract Filefolder to the balance of DCMDE sites and begin deployment at DCMDW sites.

*Was the Goal Achieved?* No

*Discussion:* The EDW schedule was developed to deploy DCMDE, DCMDW, and DCMDI simultaneously. Due to this schedule structure, deployment was not completed during FY 98.

*Improvement Plan:* EDW is currently on schedule. Some DCMDE and DCMDW sites were fully deployed in FY 99; however, the balance of sites will be deployed in FY 00 (see table below).

CAOs Fully Deployed:	24
CAOs with Deployment Underway:	7

CAOs Remaining:	<u>West</u>	<u>East</u>	<u>Intl</u>
FY 99	11	8	3
FY 00	9	12	2

#### **2.2.29 Reserved.**

#### **2.2.30 Defense Contract Administration Reimbursable Reporting (DCARRS)/ Performance Labor Accounting System (PLAS).**

*Goal:* Complete system deployment.

*Was the Goal Achieved?* Yes

*Discussion:* The Operational Test on the DCARRS/PLAS Interface successfully ended in September 1998. Bills were issued from the new system beginning in October 1998. The old system is no longer operational.



### **2.2.31 System for Integrated Contract Management (SICM).**

*Goal:* Continue software revisions, enhancements, and training.

*Was the Goal Achieved?* Yes

*Discussion:* The application was converted from 16 bit to 32 bit in order to more effectively run on our standard NT operating system. In addition, the application now feeds ORACLE tables to better allow roll up of field data and to allow better interface to other DCMC applications. Deployment is scheduled to occur in FY 99.

### **2.2.32 Closed Contract Database (CCDB).**

*Goal:* Allow for MOCAS to save complete contractual history by contract for 10 years and beyond.

*Was the Goal Achieved?* No

*Discussion:* Funding problems delayed completion of this effort.

*Improvement Plan:* CCDB is now undergoing final systems testing having met 41 of 44 test conditions with 2 of those not yet tested. The development effort is on schedule to be ready for acceptance testing by July 1999. Efforts to schedule this test are in progress. It is anticipated that CCDB could be ready for deployment by mid-August 1999.

### **2.2.33 Reserved.**

### **2.2.34 Source Inspections.**

*Goal:* Reduce Source Inspections in DCMC. (This task relates to a DoD Process Action Team (PAT) effort.)

*Was the Goal Achieved?* Yes

*Discussion:* The goal was to identify and eliminate policies and procedures that lead to the performance of unnecessary source inspection and develop alternative methods of assuring quality. A PAT was created at the request of the Office of the Under Secretary of Defense (Acquisition & Technology) to eliminate unnecessary government source inspections for

micro-purchases. The results of the PAT were: contract writing systems were changed, the FAR was changed, and a decision guide was developed.

### **2.2.35 ACO Modification Module.**

*Goal:* ACO Modification Module, Phase 2.

*Was the Goal Achieved?* No

*Discussion:* ACO Modification Module, Phase 2, funding was not approved.

*Improvement Plan:* Maintain the current application and focus efforts on publishing modifications to EDA.

### **2.2.36 Electronic Performance Support System.**

*Goal:* Demonstrate the capability to implement a Command-wide electronic performance support system.

*Was the Goal Achieved?* No

*Discussion:* Demonstration of the concept was not completed during FY 98. A field survey was completed to determine the priority of system features. A prototype to demonstrate the concept was approved and the software was installed.

*Improvement Plan:* Activity related to the Integrated Policy and Process Deployment (IPPD) challenge will continue during FY 99.

### **2.2.37 Plant Clearance Automated Reutilization Screening System (PCARSS).**

*Goal:* Complete development, testing, training, and installation.

*Was the Goal Achieved?* Yes

*Discussion:* The PCARSS Phase I Operational Test was certified, and the system is currently operational at all DCMC PLCO sites and at Screener and Contractor locations. Contracting for Phase II of the system is currently in process. Phase II will add Referrals, Electronic Requisitioning with DISA and GSA, Automatic Notification to PCOs, and DCMC Automated Disposition System (DADS) functionality and will streamline the NSN/SOS Lookup Process,

which is currently in Phase I. Full Operational Capability is targeted for FY 01.

### 2.2.38 Material Inspection and Receipt Report (DD 250).

*Goal:* Expand the electronic submission of Material Inspection and Receipt Report.

*Was the Goal Achieved?* No

*Discussion:* This task was put on hold pending implementation of the electronic DD 250 WIPT recommendations.

*Improvement Plan:* Appropriate actions will be taken during implementation of the electronic DD 250 WIPT recommendations.

### 2.2.39 Flight Operations and Specialized Safety Self-Oversight Concept.

*Goal:* Establish a PAT to analyze the Flight Operations and Specialized Safety (FO&SS) Contractor Self-Oversight (CSO) concept.

*Was the Goal Achieved?* Yes

*Discussion:* The PAT was established and met to work on this task. Follow-on activity will continue during FY 99.

**Strategic Goal 3:  
Enable DCMC people to  
excel.**

## 3.1 Right Talent

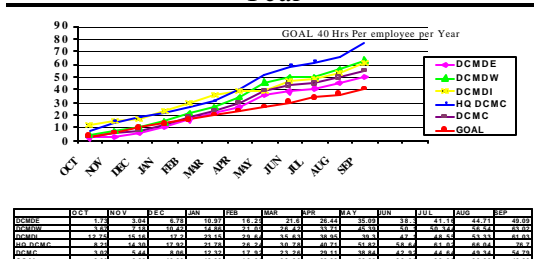
### 3.1.1 Training Hours Per Employee.

*Goal:* Monitor training hours per employee compared to the industry benchmark of 40 hours of training per employee.

*Was the Goal Achieved?* Yes

*Discussion:* The Command ended the fiscal year with an average of 54.79 hours of training per employee.

### 3.1.1 Training Hours Per Employee Per Year



### 3.1.2 DAWIA Certification.

*Goal:* Monitor the percentage of personnel that are DAWIA certified at Levels I, II, and III and increase the percentage of personnel that are DAWIA certified to 90%.

*Was the Goal Achieved?* No

*Discussion:* There was difficulty in obtaining quotas from the Defense Acquisition University (DAU) for the courses required for certification. The field is in the process of identifying quota requirements by individual employee.

*Improvement Plan:* In the FY 99 Performance Plan, separate goals were established for Level I, II, and III. The percentage of Level III certification continues to be a focus area.

### 3.1.3 Defense Acquisition University (DAU) Quota Usage.

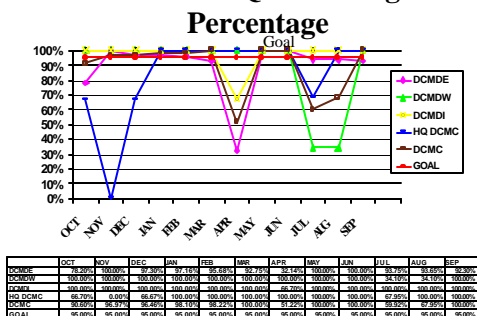
*Goal:* Achieve a 95% utilization rate for all DAU quotas received.

*Was the Goal Achieved?* No

*Discussion:* The actual end-of-year result was 94.2% of quotas were used.

*Improvement Plan:* In FY 99, there will be an increased focus on the management of DAU quotas. The goal should be achieved in FY 99.

### 3.1.3 DAU Quotas Usage



#### 3.1.4 Reserved.

#### 3.1.5 Software Professional Development Program (SPDP).

*Goal:* Ensure at least 10% of personnel registered in Software Professional Development Program (SPDP) are certified at Level III and at least 65% are certified at Level II. (Baseline number for the SPDP is the 450 employees identified in December 1995.)

*Was the Goal Achieved?* No

*Discussion:* At the end of the fiscal year, only 7% were certified at Level III and 56% at Level II. There was a high failure rate for Level II students enrolled in the Software Surveillance Evaluation Course (25 out of 97 students or 26%). The root cause for the student failure was a lack of SPDP mentoring. In Level III, there was a lack of applicants.

*Improvement Plan:* The mentoring policy will be revised to require completion prior to attending training. The course materials will also be revised to incorporate computer-based training and DAU courseware into the curriculum. DCMC will revise its policy on Level III certification to eliminate the requirement for 51% commitment. DCMC will also increase the number of personnel desiring to obtain Level III and the Command-wide knowledge base.

#### 3.1.6 Reserved.

#### 3.1.7 Reserved.

#### 3.1.8 Reserved.

#### 3.1.9 DoD Acquisition Deskbook.

*Goal:* Perform marketing and training tasks required by DoD Acquisition Deskbook Joint Program Office communications strategy.

*Was the Goal Achieved?* Yes

*Discussion:* The goal was to train all DCMC acquisition personnel in the use of the Deskbook. All personnel were trained.

#### 3.1.10 One Book.

*Goal:* Manage, maintain, and sustain the One Book. (Includes activities related to Integrate Policy and Process Challenge.)

*Was the Goal Achieved?* No

*Discussion:* The Command goal was to deploy the IPPD process. Deployment was not completed in FY 98.

*Improvement Plan:* Deployment was completed in November 1998 and training was conducted in early FY 99.

#### 3.1.11 Computer Literacy.

*Goal:* Define the level of required computer literacy and state of such within DCMC. Improve the state of literacy.

*Was the Goal Achieved?* Yes

*Discussion:* During the fiscal year, DCMC planned to identify basic computer competencies, evaluate the DCMC workforce, and develop a plan to improve the state of computer literacy. DLA contracted to survey and identify computer literacy competencies Agency-wide. The summary data from the survey was reported. A CBT was acquired for desktop applications.

#### 3.1.12 Senior Functional Advisor (SFA) Mentoring Process.

*Goal:* Complete development of and deploy the SFA mentoring process and supporting network.

*Was the Goal Achieved?* No

*Discussion:* The goal was to hire SFAs and establish their supporting infrastructures. Hiring was 97% complete at the end of FY 98 and the support arrangements had been established.

*Improvement Plan:* The remainder of the SFA positions will be filled in FY 99.

*Improvement Plan:* Activity in this area will continue during FY 99.

### **3.1.13 Reserved.**

### **3.1.14 Certification Policy.**

*Goal:* Plan for and begin implementation of DCMC certification policy.

*Was the Goal Achieved?* No

*Discussion:* A PAT is ongoing. District Operations Chiefs approved the template's format and contents.

*Improvement Plan:* The CAO Commanders and AFGE will be briefed in FY 99.

### **3.1.15 Multi-functional and Leadership Skills Development.**

*Goal:* Enhance first line supervisor multi-functional and leadership skills development.

*Was the Goal Achieved?* No

*Discussion:* The goal was to develop a multi-functional team leader course. Development work was begun in FY 98.

*Improvement Plan:* During FY 99, a prototype was developed and is currently being evaluated by operational process managers for use as a template for additional training packages. DCMC-BG will integrate the supervisory training with the multi-functional team leader course upon completion.

### **3.1.16 Reserved.**

### **3.1.17 Future Functional Skills Needs.**

*Goal:* Define future functional skills needs within areas under SFA purview. Assess total training needs to support such.

*Was the Goal Achieved?* No

*Discussion:* The task was expanded to include non-functional skills. A process was implemented for data collection. Training needs were coordinated with the Workforce Team.